

NAVSTA NORVA INSTRUCTION 1040.2

Subj: CAREER MENTORING PROGRAM

Encl: (1) Mentor/Sailor Contract  
(2) Departmental Enlisted Career Mentor Program Quarterly Report  
(3) Command Career Mentor Program Coordinator Quarterly Report

1. Purpose. To establish guidelines for a mentoring program designed to provide all Sailors with the leadership and guidance that will assist them in establishing a career growth path and achieving their goals.

2. Discussion

a. Mistakes are occasionally made and unfortunately, they come at some cost. It might be something simple like a few lost man-hours or something as costly as loss of life. If mistakes can be avoided, fewer losses will occur. The number one tool for preventing mistakes is experience, however, experience only comes with time. Career mistakes in the Navy can lead to missed advancement opportunities, poor rating choices, or even loss of rank or earnings. The consequences of such mistakes often impact a Sailor's decision of whether or not to make the Navy a career. The Naval Station Mentor program is designed to give our Sailors the experience necessary to assist them in making decisions that will help them avoid mistakes and achieve their personal and professional growth goals, not only during those difficult first enlistments, but throughout their career. This is accomplished by assigning a Mentor to every Sailor when they report for duty. A Mentor is someone who has been in the same situation, has a particular skill, or has a broadened view of a difficult task or the organization as a whole and is willing to pass that knowledge to a person less skilled or experienced. Successful mentoring helps those with raw talent and potential to succeed and makes a good performer even better. Although focused on our first and second term Sailors, the program can benefit Sailors up through the Chief Petty Officer community.

b. The Career Mentoring Program is made up of three phases, each meshing smoothly with the next:

(1) Phase One: Command arrival. This phase is intended to break down barriers and quickly acclimate new Sailors into the command. In addition to assigning a sponsor to assist the Sailor with information and assistance prior to their arrival and during the check in process, the individual will be assigned a Mentor. The Mentor and his/her assigned Sailor will prepare and sign a contract utilizing enclosure (1), which discusses their relationship and outlines realistic goals for Sailors to strive towards achieving.

(2) Phase Two: Initial professional qualifications. This phase focuses on the Sailor quickly attaining the first watch station qualification and becoming a contributing member of the team. During this phase the Mentor should also assist in developing skills in leadership, management, financial responsibility, team building, goal setting and achievement, character development, professional development, and working within the chain of command.

(3) Phase Three: Career growth. This phase encompasses everything beyond the initial qualifications and is when career planning and learning the skills of working within the organization occurs. The Sailor will chart a plan for their career and begin working on long-term career goals.

c. The Career Mentoring Program will result in the following benefits:

(1) For the Sailor:

- (a) Self-actualization and increased effectiveness.
- (b) Targeted development of skills.
- (c) Increased awareness of the organization.

(2) For the Mentor:

- (a) Enhanced self-esteem and status within the organization.
- (b) Refined leadership and interpersonal skills.
- (c) Focused understanding of the mission and direction of the organization.

(3) For the Organization:

- (a) Increased productivity.
- (b) Improved morale.
- (c) Team building.

d. The Career Mentoring Program builds on programs that are already in place such as the Sponsor Program, Command Indoctrination, Personnel Qualifications Program, and Career Development Boards. This program, by no means, is meant to replace the normal duties of the chain of command. Informal mentoring is still encouraged, however, this program ensures that minimum requirements are met by all and that the program has structure and vitality. This formal approach gives all three phases of the plan a methodical approach and sustained momentum by the assignment of formal responsibilities and goals.

3. Policy. All enlisted personnel attached to Naval Station Norfolk will be assigned a mentor.

(a) The Mentor will normally be someone two grade levels above their assigned Sailor but at least an E-5. They should have no NJP's within the last year and be "must promote" or higher on their last evaluation. There may be logical situations where experience and maturity dictate otherwise. Mentors should be selected on their qualifications, experience, and a desire to make the program work. E-5 personnel who serve as Mentors should complete the Deckplate Resources Awareness class given by the Navy Fleet and Family Support Center.

4. Responsibilities

a. Commanding Officer. Gives direction and credibility to the program and periodically assesses the program effectiveness.

b. Executive Officer. Assist the Commanding Officer.

c. Department Head

(1) Assigns a Departmental Mentor Program Coordinator, usually the LCPO.

(2) Tracks effectiveness of assigned Mentors and Sailors in achieving their goals.

d. Command Master Chief

(1) Acts as overall Program Lead and Senior Mentor.

(2) Assigns a Career Mentor Program Coordinator, E-7 or above, to assist in management of the program.

(3) Advises the Commanding Officer and Executive Officer of program successes and difficulties.

e. Departmental Mentor Program Coordinator

(1) Provides the Command Career Mentor Program Coordinator with a list of all qualified Mentors in the department.

(2) Assigns a Mentor to all personnel during their check-in process. In cases of large departments (over 100 personnel) this responsibility can be passed down to the division LCPO.

(3) Provides a quarterly report to the Command Career Mentor Program Coordinator utilizing enclosure (2).

f. Command Career Mentor Program Coordinator

(1) Manages the Career Mentor Program.

(2) Provides training to Mentors on principals of the program and key behaviors of a quality Mentor.

(3) Acts as the point of contact for administration of Mentor/Sailor contracts.

(4) Assists with facilitating the Mentor to Sailor pairing.

(5) Briefs the Commanding Officer, Executive Officer, and Command Master Chief on the program quarterly utilizing enclosure (3).

g. Mentor

(1) Meets with assigned Sailor within one week of their arrival to Naval Station. Prepares a contract with their Sailor utilizing enclosure (1).

(2) Acts as an information source on missions and goals of the organization.

(3) Tutors specific skills, effective behavior, and functionality.

(4) Gives feedback on observed performance.

(5) Coaches activities that add to experience and skill development.

(6) Assists the Sailor with planning a career path.

(7) Serves as a confidant in times of personal crisis and problems.

(8) Provides guidance to the Sailor on off-duty education opportunities and assists them in attaining goals set for further education.

(9) Attends all Professional Development Boards, Award Ceremonies, Re-Enlistments and even Disciplinary Proceedings with their Sailor.

h. Sailor

(1) Show willingness to assume responsibility for growth and development.

(2) Work to succeed at one or more levels above present position.

(3) Stay receptive to coaching and feedback

(4) Seek challenging assignments for the success of their program.

(5) Accepts responsibility for the success of his/her program.

5. Summary. Mentoring is considered a leadership tool. It will be successful only to the extent to which it is willingly supported throughout the chain of command. A successful program will aid in maximizing the contributions of all hands, while helping personnel to reach their fullest potential.

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Distribution:

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